



EXIT MANAGEMENT POLICY

POLICY REGISTRATION NO:2024-03

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1. DEFINITION OF TERMS

i.	Calendar month	A month starting on the first and ending on the last day of the month (weekends included).
ii.	Exit	To leave the department due to one of the grounds stated in clause 4 above
iii.	GEPP	Government Employees Pension Fund
iv.	Leave Discounting	Payment made to exiting employees from unused leave credits for any type of service termination other than (excluding) retirement or death
v.	Leave Gratuity	Payment for unused leave credits including capped leave made to employees who exited the department due to retirement, medical boarding or death
vi.	Off-boarding	The process of terminating one's employment
vii.	SARS	South African Revenue Service
viii.	Public Service	Government Services
ix.	Pro-rata	Is an adverb or adjective, meaning in proportion.
x.	Retirement	Is the point where a person stops employment completely when she/he reaches the normal retirement age.
xi.	Normal retirement	Termination of employment contract when the employee reach the normal retirement age determined by applicable legislation at age 60 years old currently
xii.	Resignation	The employee terminates the employment relationship by giving the employer a notice period of intention to resign as

		per Section 37 of the Basic Conditions of Employment Act
xiii.	Ill-health retirement	Termination of the employment contract when the employee is no longer medically fit to perform the duties for which he/she was appointed.
xiv.	Abscondment	When an employee willfully absents him/herself without notice, or valid reason and is regarded as a form of misconduct.
xv.	Dismissal	The employer terminates the employment contract, following a procedurally fair and lawful process.
xvi.	Exit interview	One on one interview conducted in confidence to determine the reasons for the employees to leave, using a prescribed exit questionnaire.
xvii.	Interview questionnaire	The document which contains a list of prescribed questions to be used for conducting an exit interview
xviii.	Labour turnover	Relative rate at which an employer gains and loses staff. The number of employees that have terminated their services within a given period of time.
xix.	Fixed term contract	An employment contract between the employer and the employee that extends over a specific period of time. An employment contract that has a starting and an ending date.

LEGISLATIVE FRAMEWORK

- I. Labour Relations Act (LRA) 66 of 1995, as amended;
- II. The Basic Conditions of Employment Act 75 of 1997, as amended;
- III. Public Service Act, 1994, as amended;
- IV. Public Service Regulations, 2001, as amended;
- V. Government Employees Pension Act, 1996, as amended;
- VI. Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR) dated April 2009;

1. PREAMBLE

The Department of Social Development commits itself to ensure that sound and fair practices are implemented when termination of service employment occurs. Service termination forms part of the human resource functions and occurs when an official's services are terminated in the Department. The process can be initiated by the employer or employee.

In an effort to curb some of the challenges that the Department has experienced with regard to termination of service, the Department was necessitated to develop the policy.

The Department has an obligation to ensure that the process of service termination is facilitated effectively and efficiently. It is incumbent on the Department to ensure what is due to the state is recovered as required by law and what is due to the official is provided timeously.

2. PURPOSE

The purpose of this policy is:

To provide a policy guiding framework and procedures to be followed in cases of termination of services.

3. OBJECTIVES

- a) To give guidance to employees on processes and procedures to be followed when one is exiting the Department.
- b) Enable the Department to identify any trends requiring attention or any opportunities for improving the Departments' ability to respond to employee issues.

- c) To assist in conducting exit interviews, to enable the Department to determine the service termination reasons of its employees and identify potential problem areas and to improve personnel practices.
- d) To protect the Department's image as a reputable employer.
- e) To clearly outline exit processes according to the different service termination types.
- f) To assist the Department in analysing exit trends and develop strategies to arrest labour turnover based on exit interview results.

4. SCOPE OF APPLICABILITY

The provisions of this policy apply to all the employees of the Department of Social Development in terms of the Public Service Act, 1994, as amended by Act 30 of 2007, both on a permanent and temporally (contractual) basis.

- a) Public Finance Management Act, 1999, as amended by Act No. 29 of 1999
- b) Asset Management policy
- c) Public service regulations of 2016

5. PRINCIPLES AND VALUES

The guiding principles that underpin this policy are as follows:

a) Batho Pele Principles

The exit management policy is in line with the provisions of Batho Pele Principles: Consultation, setting service standards, Increase access, Ensure courtesy, Providing Information, Openness and transparency, Redress and Value for money

b) Participation

All line managers and employees are key to the successful implementation of this policy.

c) Accountability

All line managers and employees will be required to account for non-adherence to the provisions of the policy. Non-compliance will be dealt with in terms of the Disciplinary Code and Procedures.

d) Fairness

Ensuring that the interview is conducted in a fair procedure for both the Department and Officials

e) Communication

Ensure that all parties get all the relevant communication on time

6. POLICY STATEMENT

The Department of Social Development is committed to taking into account all statutory requirements and best practices in the development of processes to support the effective management of individuals leaving the organization.

7. SERVICE TERMINATION CONDITIONS / TYPES

A contract of employment can be terminated on the following grounds:

- a) Resignation
- b) Contract Expiry
- c) Normal Retirement
- d) Early Retirement
- e) Death
- f) Dismissal

8. SERVICE TERMINATION PROCEDURES

I. Resignation

- a) When an employee resigns from his/her position, he/she should submit a written letter of intent to his/her supervisor.
- b) The supervisor shall provide his or her comments. The comments shall relate to whether the employee is released or there are objections to the termination. Objections may be valid if the employee has committed an offence and resigns in the middle of a disciplinary process.
- c) The supervisor may also submit a motivation if he or she intends to counter offer the relevant employee subject to the approval of the Executive Authority or delegate. The counter-offer shall be subject to the availability of funds and a vacant post.
- d) The resignation letter should immediately be submitted to Human Resource's unit for service termination and processing of benefits.
- e) Employees must be encouraged to serve the whole calendar months' notice in order to avoid salary overpayments.
- f) Employees who are paid on the 15th day of the month are paid for the whole calendar month. If these employees opt to terminate their services in the middle of the month they are in danger of attracting overpayment for days not worked in that particular month.
- g) If the employee resigns at the end of June he/she will be entitled to the payment of unused leave credits for the previous and current leave cycles but not exceeding annual leave entitlement.
- h) If the employee resigns after June he/she will be entitled to the payment of unused leave credits for the current cycle only.

- i) Before the payment of any benefits to the employee, a debt rout form must be circulated to all the relevant sections to ensure that any amount of debt is recovered.
- j) Debts emanating from salary overpayment will be deducted from the employees' benefits such as leave gratuity/discounting, pension or any moneys that may be due to the employee.
- k) In the event that there are no benefits to be paid to the employee the salary must be recalled from the bank and only the balance shall be paid to the employee (If any).
- l) If the salary could not be recalled or the employee still owes the department after the recalling of salary, the matter must be referred to debt management section for further attention.
- m) Employees recruited from outside the department who resign within 12 months of assumption of duties and whose accommodation & relocation costs were provided for by the department, pro-rata portion of expenses is paid to the department for the remaining period.
- n) An employee from salary level 1 to 10 who resigns or is discharged shall not be entitled to a pro rata bonus. Only MMS and SMS members who have structured their salary packages for thirteenth cheque shall be entitled to an automatic payment of pro-rata bonus after the termination of their services on PERSAL.
- o) An employee who is appointed in terms of Section 9 of the Act in another capacity in the same or another department or transferred in terms of section 12(3) or 14 of the Act shall be deemed to continue employment in the public service without any break in service. The consequence thereof is that no benefits such as unused annual leave are paid.

II. Contract Expiry

- a) During the notice period, vacation leave must not be granted to an employee unless the supervisor approves such arrangement.
- b) Other types of leave such as sick, family responsibility and special leave may be granted due to unforeseen circumstances.
- c) If the employee resigns at the end of June he/she will be entitled to the payment of unused leave credits for previous and current leave cycles but not exceeding annual leave entitlement.:
- d) If the employee resigns after June he/she will be entitled to the payment of unused leave credits for the current leave cycle only.
- e) Contract employees qualify for pro-rata annual leave entitlement. The leave days must be taken before the expiry of the contract. Valid reasons for refusal of leave and requests for leave encashment, must be submitted for HOD's approval, at least two months before contract expiry, if leave is denied. Supervisors are therefore urged to encourage employees to utilize their annual leave credits before the expiry of the contract.
- f) Any refusal of annual leave must be confirmed in writing stating reasons and arrangements for re-scheduling.
- g) An employee who is appointed on contractual basis in the same or another department or transferred shall be deemed to continue employment in the public service without any break in service. The consequence thereof is that no benefits such as unused annual leave are paid.

III. Normal Retirement

- a) An employee shall retire on attainment of 65 (sixty five) years of age.
- b) An employee may request to be retired on attainment of 60 (sixty) years of age as this is also regarded as a normal retirement.
- c) If it is in the public interest to retain an officer, who has attained the compulsory retirement age of 65 (sixty five) years in his or her post he or she may, with his or her consent and with the approval of the relevant executive authority or delegate, be so retained from time to time for further periods which shall not, except with the approval of Parliament granted by resolution, exceed in the aggregate 2 (two) years.
- d) The process of retention of such employees will be initiated by the supervisor on behalf of the employer as per the following criteria:
- e) Only employees whose skills have been deemed scarce by the department will be retained after attaining 65 (sixty five) years. These are the areas where difficulty has been experienced in terms of recruitment or based on the motivation of the line manager which must be approved by the relevant Program Manager and the Executive Authority or delegate.
- f) In his or her approval to retain the services of the employee the Program Manager must confirm the availability of funds to retain the services of the employee.
- g) The affected employee must be consulted and agree in writing to the arrangement.
- h) A notice period of at least 6 months should be given for normal retirement in an effort to ensure sufficient time is allocated for service termination benefit processing.

IV. Early Retirement

- a) An employee may initiate Early Retirement on attainment of 55 (fifty-five) to 59 (fifty nine) years of age.
- b) The annuity and gratuity will be calculated by GEPP according to the normal retirement formulae. These benefits will, however, be reduced by 0.3333 for each month between the date of retirement and the age sixty (60) years.
- c) The department **may** pay the penalty to GEPP on behalf of the employee who applies for early retirement from the age of 55 (fifty five) to 59 (fifty nine) years and has, at least, completed ten (10) years pensionable service in the public service. This may serve as a token of appreciation for the employee's contribution to the department and the public service at large. This may also encourage employees who may be willing to apply for early retirement to do so without a fear of incurring penalty on their pension benefits. The retirement of this age group may also assist in alleviating unemployment and help in the transformation of the department for better service delivery.
- d) The payment of a penalty to GEPP by the department will be subject to the availability of funds. Officials who have reached the above age group will be notified by HR in writing in the beginning of each financial year, if a person is eligible for early retirement in the next financial year.
- e) The officials are expected to respond in writing should they intend to apply for early retirement. Human resource administration will request, based on the responses, penalty quotes from GEPP for budget purposes.
- f) In all the above circumstances the department reserves the right **not** to approve the application for an early retirement.

- g) Each application will be carefully considered taking into account the responsibilities and the skills of the employee. The department shall assess whether the employee's early retirement would be in the department's interest.

V. Death

- a) If an employee dies whilst in service the department must be informed by a family member.
- b) A family member or the supervisor of the deceased submits the death certificate to HR Services in order to ensure that a service termination is implemented on Persal in order to avoid salary overpayments.
- c) The family must submit a letter appointing the Executor/letter of authority or marriage certificate (if the employee was married), if no nomination of beneficiary on both the pension and leave gratuity, immediately on availability of the supporting documents. If the deceased employee had submitted the nomination form on both pension and leave gratuity whilst in the employ of the department the nominated family member shall be paid the leave gratuity and pension payout.
- d) Pension benefits shall be paid according to the nomination form submitted by the employee whilst in service. If there are no nomination forms the pension benefits shall be paid by GEPP at their discretion in accordance with their policies and processes.

VI. Dismissal

8.1. Incapacity due to ill-health or injury

- a) The Executive Authority or delegate may, in terms of the applicable employment legislation, consider on the basis of medical evidence, the discharge of an employee on account of ill-health or injury.
- b) Dismissal based on these factors shall occur with due regard to item 10 and 11 of Schedule 8 of the Labour Relations Act, 1995. Also, adherence to the Policy and Procedure on Incapacity Leave and Ill-health Retirement dated April 2009 must be ensured when processing this dismissal.

8.2. Dismissal due to misconduct

The Labour Relations Unit requests HRA: Conditions of service in writing to implement a service termination on the system (Persal), and simultaneously informs the affected official about the dismissal.

8.3. Incapacity due to poor work performance

- a) An employee may be discharged on account of incapacity due to poor work performance if evidence is provided to the fact that: The employee has consistently failed to perform the required standards, notwithstanding the application of all remedial measures, including opportunities for improvement provided by the performance agreement and development system
- b) The employee is incapable of improving or unwilling to improve his/her performance; or; There is no other job within the organisation, which the employee is capable of performing.

8.4. Ill-health retirement

- a) The Employer may, in terms of the applicable legislation, consider on the basis of medical evidence, the discharge of an employee on account of ill-health. The Employer may, in addition to medical evidence presented by the employee, request the employee to undergo a medical examination, for a second opinion, as per the recommendation of the Health Risk Manager.
- b) The employee may submit an application for ill-health retirement via the Human Resource Administration.
- c) The Employer must submit an application for ill-health retirement to the Health Risk Manager, as soon as it is evident that an employee may not be able to return to work following incapacity. An application for ill-health retirement may be lodged even before an employee's normal sick leave credits have been exhausted.
- d) The application must be submitted to the Health Risk Manager for assessment and recommendation.
- e) The Health Risk Manager's recommendation (outcome of assessment) must be communicated to the Head of Department.
- f) The application must be submitted to the Head of Department for his/her final decision.
- g) In the event of the ill-health retirement application being approved, no penalties will be borne by the applicant.



- h) If an employee has been employed for less than 10 years, he/she will forfeit certain benefits i.e. monthly pension payout and medical aid benefit.
- i) A person retiring on ill-health who seeks re-appointment to the public service will be subjected to conditions set out in PSR 2016, as contained in Chapter 4 Part 4- Re appointment of former employees. 60 (1) an executive authority shall not re appoint a former employee if that employee left the Public Services- (b) due to ill-health and cannot provide sufficient evidence of recovery.
- j) The Department shall notify the employee three months prior the retirement date, after obtaining the Accounting Officer's approval.

8.5. Transfers

- a) Officials are transferred from one department to another due to requests from the employee concerned. Employees may be transferred horizontally or on promotion. A horizontal transfer means that an official is transferred to the same level in another department. A horizontal transfer may be initiated by the employee or the employer. In such cases the department must release the official in writing and also the receiving department must accept the affected employee in writing.
- b) Officials may be transferred from one department to another due to request from the employer. An employee may not be transferred without his/her consent (see Resettlement Policy regarding benefits pertaining to employer driven transfer).
- c) Employees also apply for advertised posts within the public service and on attaining the employment a notification letter is submitted to the department. The supervisor of the employee must indicate whether he or



she has any objection to the releasing of the employee. If there is no objection from the line manager/supervisor a memorandum is submitted to the Head of Department for approval to release the official.

- d) After the approval of the memorandum by the Head of Department the Human Resource Unit transfers the official on PERSAL to another department using the appropriate functions.
- e) The receiving department must accept the transferred employee using the appropriate functions. If the receiving department delays to accept the transferred employee on PERSAL that results in overpayment. The receiving department must refund the department the salary paid to the official.
- f) In the event of delays in submission of memorandum by employer or letter/shortened notice period that results in overpayment and shall be recovered from the department concerned. In that case the Salary Administration Unit shall calculate the overpayment and claim the amount from the receiving department.

9. NOTICE PERIOD OF TERMINATION

9.1. Resignations

An employee may resign from the public service, and for that purpose, shall apply:

- a) In the case of any employee who has been employed for one year or more, give at least four weeks' notice of resignation;
- b) In the case of an employee who has been employed for more than six months but not more than a year, give at least 2 weeks' notice of resignation;

- c) In the case of any employee who has been employed for six months or less, give at least one week's notice.
- d) The executive authority and the employee may agree to a period of notice shorter or longer than the applicable period referred to above.
- e) An executive authority shall stipulate the manner in which an employee shall submit his or her resignation.
- f) An employee who has submitted his or her resignation to the executive authority or delegated authority may only withdraw his or her resignation with the written approval of the executive authority or delegated authority. A request for resignation withdrawal shall not be made within the notice period and no later than the last working day. If notice of resignation is given, the executive authority/ delegated authority may require the employee to return all official equipment and If notice of resignation is given, the executive authority/ delegated authority may require the employee to return all official equipment and documents, vacate his or her office and leave the department's premises before the expiry of the notice period on a day stipulated by the executive authority and not to perform any duties for the remaining notice period and the benefits of the employee shall remain unaffected

9.2. Contract Expiry

An employee who resigns before the contract date should also give the department a calendar months' notice.

9.3. Early Retirement

- a) An employee may initiate Early Retirement on attainment of 55 (fifty-five) to 59 (fifty-nine) years of age by notifying the department at least three 6 calendar months before the termination of his or her services.

- b) A notice period of at least 6 months should be given for normal retirement in an effort to ensure sufficient time is allocated for service termination benefit processing

9.4. Compulsory retirement (Age 65)

- a) The department shall notify the employee at least three calendar months before the attainment of the said compulsory retirement age.
- b) A notice period of at least 6 months should be given for normal retirement in an effort to ensure sufficient time is allocated for service termination benefit processing HOD.

9.5. Normal retirement

- a) In the case of an officer who occupies the office of the head of department, he or she shall give notification of his or her wish to be retired from the public service at least three (6) calendar months prior to the date on which he or she attains the said age.
- b) If such an officer has so given notification at least three (6) calendar months prior to the date on which he or she attains the said age, he or she shall be so retired on the first day of the seventh month following the month in which that notification is received.

9.6. Ill-Health retirement

The department shall notify the employee three months prior the retirement date, after obtaining the HOD's approval.

10. PAYMENT OF LAST SALARY

The payment of the last salary should be the month of exit. A salary reversal, salary recall and/or freezing of salary may be implemented, with the assistance of Salary administration, if a salary overpayment is anticipated, especially in death cases.

11. TERMINATION PROCESSES

- a) After an employee submits a letter of resignation, the supervisor may provide the employee with a checklist of activities to complete before the last day of work. All activities that the employee was busy with must be handed over to the supervisor during the notice period and also on the last day.
- b) The supervisor of the employee must also indicate in writing his or her willingness to release the official to terminate his or her services.
- c) An employee may withdraw his or her resignation during the notice period. The employer (Recruitment Unit) may not advertise the post whilst the employee is still serving notice. The post will only be advertised after the expiry of the notice period.

12. PROCESSING OF SERVICE BENEFITS

- a) In the event of termination of services by either party the employee will be paid for all unutilized leave days applicable in the relevant cycle.
- b) Employees may not take the outstanding annual leave during the notice period.
- c) The department is required to pay out the employee for the leave that remained unutilized. However, should the employee become sick during the

period of notice, and he/she has sick leave days available, then the employee is entitled to take sick leave during a period of notice (only if he or she has credits).

- d) Leave discounting (resignations and dismissals) payment will be taxed by the department whereas leave gratuity will be taxed by SARS.
- e) If the employee dies whilst in service the leave gratuity shall be paid according to the nomination form that the employee submitted.
- f) If there was no nomination to pay the leave gratuity a letter of Executor/ Authority from the Master of the High Court shall be used to pay the benefits.
- g) An employee who dies or retires (be it through normal, early or ill Health) shall be entitled to his or her payment of pro-rata bonus. Employees from level 11 to 16 shall only be paid pro-rata bonus only if they have structured their salary packages for the thirteenth cheque.
- h) If an employee retires after serving in the Public Service for fifteen years or more (10 in the case of discharge due to ill-health), the employer will pay a portion of your monthly medical aid membership (subsidy) for the rest of the employee's life, as long as the employee remains a principal member of a medical aid scheme.
- i) If an employee retires after serving less than 15 continuous years of service, the employee will receive a once-off medical benefit.

13. PENSION PAYMENT PROCEDURES

An employee who exit the department must inform the Human Resource Unit about his/her resignation and submit the following documentation:

- a) Copy of I.D document;

- b) Resignation choice form;
- c) Complete an original bank form (Z894) in black ink (sections, A, C and D) pension funds can only be paid into the employee's bank account and not to a third party.
- d) Ensure that there are no outstanding debts that are due to the department. Certain debts will be deducted from pension benefits or leave gratuity or discounting.
- e) Sign acknowledgement of debt form in cases where the employee has debt.
- f) Ensure that tax matters with SARS are in order.
- g) If the employee's surname is different to that of the ID, the employee must submit a letter from the Department of Home Affairs to confirm surname or marriage certificate.
- h) If an employee is divorced he or she must submit a decree of divorce and settlement agreement to the GEPP. If the agreement states that an amount is payable to ex-spouse a bank form and a certified copy of the ex-spouse ID is required.
- i) If an employee retires with less than 10 (ten) years of pensionable service he/she will receive a lump sum cash payment i.e. gratuity from GEPP. They will not receive a monthly annuity (monthly payment).
- j) If an employee retires with more than 10 (ten) or more years of pensionable service he or she shall receive a once off lump sum called gratuity and an annuity. The annuity is paid in equal monthly installments by GEPP.

k) When an employee resigns from government, he/she will have two options for the payment of his/her benefits:

- i. Cash resignation benefit paid into his/her account.
- ii. Transfer to an approved retirement fund.

13.1. Transfer to an approved retirement fund

a) When one transfers pension benefits to an approved retirement fund no payment is received in the process. Such a transfer is without a deduction of tax and such benefit will be taxed when an employee exits from the approved fund. Form Z1525 should be filled by the employee for this purpose (see the attached annexure).

b) In this case, the Fund will transfer the cash resignation benefit and the actuarial interest.

13.2. Relevant Forms

Service Termination Type	Relevant forms
Resignation	Z894 bank form Choice form Bas entity form (in the event of processing leave gratuity payment on Bas)
Contract Expiry	Z894 bank form (if employee was a contributing member to the pension fund) Choice form (if employee was a contributing member to the pension fund) Bas entity form (in the event of processing leave gratuity payment on Bas)
Retirement	Z894 bank form Z864 personal particulars Z583 medical aid continuation Choice form Bas entity form (in the event of processing leave gratuity

	payment on Bas)
Death	Z894 bank form Z864 personal particulars Z583 medical aid continuation (if dependants which to continue with medical aid) Z143 spouse/orphan's pension Z300 funeral benefit claim Choice form Bas entity form (in the event of processing leave gratuity payment on Bas)
Dismissal	Z894 bank form Choice form Bas entity form (in the event of processing leave gratuity payment on Bas)

14. EXIT INTERVIEW

- a) Prior to the last day of work, the employee will be required to complete an exit interview questionnaire and submit to HRA, in line with the Public Service regulation. The exiting employee and supervisor are encouraged to discuss any matters of interest, should there be a need.
- b) Information collected during the Exit Interview process shall be confidential and will not be used in any way to reflect upon the exiting employee. Feedback solicited from exiting employees will be analyzed and utilized in efforts to improve aspects of the organization, better retain employees, and reduce turnover. The process will also assist to identify gaps within work environment, procedures and work relations. Employees are encouraged to be candid and to ask any questions they may have regarding their separation. The exit interview is intended to give the employee a chance to speak freely concerning reasons for leaving.

- c) The exit interview fits into the separation stage of the employee life cycle. This stage, spans from the moment an employee becomes disengaged until his or her departure from the organization. This is the key time that an exit interview should be administered because the employee's feelings regarding his or her departure are fresh in mind.
- d) The exit interview allows both the employer and employee to properly close the existing relationship so that the departmental equipment is collected, administrative forms are completed, knowledge base and projects are transferred or documented, feedback and insights are gathered through exit interviews, and any loose ends are resolved.
- e) Exit interviews will either be conducted over the telephone or in person. While the supervisor may assist with scheduling an exit interview, he/she must never be present during the interview itself.
- f) On completion of the exit interview form, HRA will submit the form to Human Resource Planning. Human Resource Planning, under HRM Directorate will ensure that the information gathered is utilized to fully influence the department's human capital. This process is aimed at ensuring that the department is well-equipped with the right talent at the right time. It is a continuous journey toward operation excellence and strategic alignment.
- g) Employees are also free to fill in the prescribed form independently and submit to Human Resource (see Annexure A).

14.1. Confidentiality

- i. All information collected during an employee's exit, including details regarding the exit interview, shall remain confidential.

- ii. Information gathered during the exit interviews will be compiled in a report format and submitted to the Head of Department on a quarterly basis.

15. ROLES AND RESPONSIBILITIES:

15.1. Line Managers:

Notifies HR in writing of the pending termination (resignation, dismissal, death, retirement, incapacity etc.)

15.2. Human Resource Management:

- a) Ensure that service termination is implemented timeously on the system to avoid salary overpayment.
- b) Assist the exiting employee on the completion of the necessary documentation to expedite due payments to the employee.
- c) Processing the payment of service termination benefits eg. pension withdrawal, leave gratuities and funeral benefit claims
- d) Conduct exit interview with exiting employees.

15.3. Employee:

- a) Notifies HR via supervisor of intended action in writing.
- b) Complete necessary documentation in full and accurately with the assistance of HR.
- c) Avail him/herself for an exit interview

16. GRIEVANCE AND DISPUTE RESOLUTION

Grievances and disputes arising from the implementation of this policy shall be dealt with in terms of the existing dispute resolution procedures in the public service.

17. REVIEW OF THE POLICY

The policy shall be reviewed by the Human Resource Unit when the need arise.

18. MONITORING, EVALUATION AND CONTROL

The department shall monitor the utilization of this policy and amend it when there are changes in the legislation governing termination of services.

19. IMPLEMENTATION DATE

This policy will come into effect on the date of approval by the **HOD**.

20. POLICY RECOMMENDATION AND APPROVAL

RECOMMENDED / NOT RECOMMENDED



MR. M. MACHEMBA

Head of Department

Dept. of Social Development



Date

APPROVED/ ~~NOT APPROVED~~



MS. B. FANTA

Member of Executive Council

Dept. Of Social Development



Date

EXIT INTERVIEW FORM

EXIT INTERVIEW QUESTIONNAIRE

EMPLOYEE'S NAME										
PERSAL NO.										
DIRECTORATE/ OFFICE										
JOB TITLE	Eligible									
SALARY LEVEL										
DATE OF ENTRY										
LAST WORKING DAY										
SUPERVISOR										
REASON FOR LEAVING (tick the appropriate box)	<input type="checkbox"/> Promotion/ Transfer/ Relocation <input type="checkbox"/> Resignation <input type="checkbox"/> Retirement <input type="checkbox"/> On account of ill health <input type="checkbox"/> Severance Package									

1. Assessment of the supervisor

	Excellent	Good	Fair	Poor
Led by example				
Communication of job-related information				
Adequate guidance in resolving work- related matters				
Explained what is expected of an employee				

Comments:.....

2. Assessment on job satisfaction

	Excellent	Good	Fair	Poor
Potential was fully utilized				
Work content according to job description				
Adding value to the department				

Comments:.....

3. Assessment of working conditions

	Excellent	Good	Fair	Poor
Availability of material/ equipment for the job				
Work load				
Being part of a team				
Relationship with co- workers				

Comments:.....

4. Assessment of Performance Management

	Excellent	Good	Fair	Poor
Allocated tasks aligned with performance work plan/ performance agreement				
Sufficient, regular feedback on work performance				
Recognition for work performance				

Comments:

.....

.....

.....

5. Assessment of Employee Development Initiatives

	Excellent	Good	Fair	Poor
Training and Development opportunities				
Career advancement opportunities				
On job training opportunities				

Comments:

.....

.....

.....

6. Assessment of management on the following issues

	Excellent	Good	Fair	Poor
Communication of the department's mandate/objectives				
Skilled, professional and effective				
Friendly, courteous and supportive				
Employees' views being heard and acknowledged				
Effective delegation of decision making and authority				

Comments:

.....

.....

.....

7. Which of the following contributed to your decision to leave?



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

☐

Supervisor/ Manager

☐

Performance Management

☐

Job satisfaction

☐

Employee Development

☐

Working Environment

☐

Any

other

reason

(s)

8. Do you have any suggestions(s) that might assist your component to improve the work environment and service delivery?

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9. Indicate the circumstance under which you would consider returning to the department.

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.....

10. Would you recommend the department as a good employer to work for? Give reasons.

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11. Outline briefly any additional comments/ opinion whether positive or negative you wish to express about the Department/ Programme

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.....

.....

EMPLOYEE

Interviewer's

impression/

comments

and

recommendation

.....

INTERVIEWER

DATE:

Comments:

SUPERVISOR

DATE:

Comments./Recommendation

SMS MEMBER

DATE: